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Government
Publication



UPDATE

a communiqué from senior management

NOTE

This is the first in a planned series of news bulletins regarding the Ministry's reorganization.

Please post or circulate through your office to ensure all employees have the opportunity to read it.

MINISTER'S MESSAGE

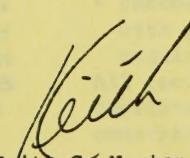
While we have now begun the process of restructuring the Ministry of Community and Social Services, we must not allow our planning to interfere with the business we are in....the giving of assistance to people with special needs.

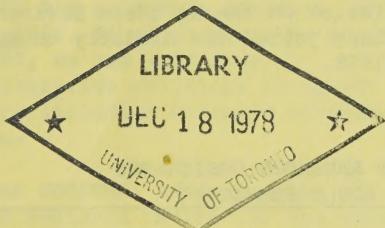
In my April 14 statement to the Legislature, I spoke of "delegation and decentralization, a twin goal to which the Ministry is committed". In the same statement, I stressed that organizational changes will be implemented without causing "any deterioration in service to the public...during the transition period". It is important that we keep those commitments foremost in mind as we proceed steadily and carefully towards reorganization.

All of us involved with this Ministry have a major role to play in every community. Our clients are special people with specific needs --- the developmentally and physically handicapped, the young, the elderly and those requiring social assistance --- and it is the responsibility of each of us to ensure prompt, courteous and concerned service to the publics we serve. The reorganization process cannot at any time be allowed to hamper our effectiveness or efficiency.

In terms of our reorganizational intentions, we intend to proceed at such a pace as to involve appropriate Ministry staff at every step of the planning process. The Implementation Task Force, headed by Dr. Cliff Williams, will be crucial in the consultation process and I would ask that you give Cliff and his colleagues every cooperation. I would ask that you also discuss candidly with your supervisors any concerns that you have regarding the reorganization. Our planning process requires this feedback from all areas of the Ministry.

Above all else, I urge that, throughout the reorganization process, we dedicate ourselves to continued excellent service at the community level.


Keith C. Norton
Minister

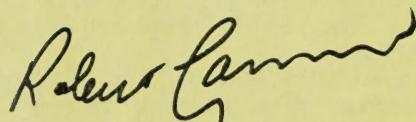


DEPUTY MINISTER STRESSES
LOCAL LEVEL IMPORTANCE

This bulletin, the first in a proposed series of staff information sheets, has been produced at a very important time in the Ministry's history. We now have achieved the first phase of our plans for reorganization; subsequent steps will be taken over the next two to three years. This bulletin UPDATE, which I would urge each of you to read on a regular basis, will be one of the news items by which we keep staff members aware of the Ministry's plans for the future.

In addition to outlining planned organizational changes, the bulletin will be used to explain why decisions have been made and how they fit into the overall reorganization of our Ministry. I feel it is imperative that we have this sort of communication, but there is no intention of tolerating a one-sided consultative process.

In the months ahead, many staff members at the community level will be asked to work with us at Queen's Park in designing plans and policies that must be part of any organizational review and subsequent reorganization. I cannot overemphasize the importance of field level involvement, particularly as it relates to policy development and the delegation of decision-making to the local level. The degree of success we achieve through decentralization will be very much dependent upon the enthusiasm and effort expended by every employee at the local level.



Robert D. Carman
Deputy Minister

NEW ADM APPOINTED
FOR FINANCE AND ADMINISTRATION

One of the major recommendations of the consultants' report on reorganization was the appointment of an Assistant Deputy Minister, Finance and Administration. The selected senior official would be responsible, according to the recommendations, for a Division delegated the authority for:

- (a) overall financial control;
- (b) provision of information to the strategic and operational or program planning activities of the Ministry;
- (c) development and administration of financial and management information systems;
- (d) financial control of capital expenditures; and
- (e) personnel and other administrative services.

The new ADM has now been chosen. He is OLA BERG, who has just left his post as the Executive Director of the Royal Commission on the Northern Environment. Mr. Berg joined the Ministry on April 24, 1978.

JOHN ANDERSON DESIGNATED
ADM ADULT SERVICES

J.G. (JOHN) ANDERSON, currently Assistant Deputy Minister Social Resources, has been designated ADM, Adults' Services, under the reorganization plans announced by the Ministry. In his new role, Mr. Anderson will head one of the two program delivery divisions of the Ministry. The other Division, Children's Services, is headed by Judge George Thomson, our Associate Deputy Minister. Once in place, Mr. Anderson's Division will create a coordinated approach to planning the delivery of service to adults, improve delivery by integrating existing programs, promote normalization of developmentally handicapped adults, and reinforce the district office structure.

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TASK FORCE MEMBERS NAMED

A desk, a few chairs, even a telephone and Dr. Cliff Williams, Executive Coordinator, Northern Ontario, appointed to coordinate the Implementation Task Force, is in business, well almost.

First on the agenda is the selection of task force members. In order to ensure a good cross-section, members have been seconded from the Ministry staff of each Division. Implementation Task Force members, as approved by the Deputy Minister are:

DOMENIC ALFIERI who has been Director, Municipal Welfare Consulting Branch since June 1975. His 16 year career with the Ministry has covered a wide range of income maintenance positions, including three years each as Regional Administrator, Niagara and Assistant Director, Family Benefits.

PETER CRICHTON, Director Rehabilitation Branch, has held this position since March 1974. Since joining the Ministry in 1967, he has held several administrative positions in field offices including District Director, Ottawa.

DOUGLAS GOODBUN, Administrator of Oxford Regional Centre for the past six years, has extensive background in the mental health field. His expertise in this area will be particularly useful in the integration of services for the developmentally handicapped into Adults and Children's Services.

JACK McKNIGHT, who has held the position of Executive Director of Financial and Administrative Services Division since 1974, is not new to task forces; he was a member of the Task Force on Community and Social Services from 1972 to 1974. He has also worked in the Child Welfare Branch and Family Benefits Branch since joining the Ministry some 12 years ago.

AL STRANG comes to the task force with four years experience in the field as Director of the Hamilton District Office. Prior to his move to Hamilton, he was Supervisor of Vocational Rehabilitation Services.

JOHN WEBSTER, Acting Director of the Mental Retardation Community Services Development Branch, spent seven years in mental retardation coordination and development before moving to Queen's Park. In the following four years he held positions in adult protective services and mental retardation coordination before attaining his present position.

In addition, the four Area Planning Coordinators for Children's Services, named April 14, in a statement to the Legislature by the Honourable Keith Norton, will serve as members of the Task Force in specific areas, yet to be designated. They are KEN BECK, GILLIAN DOHERTY, VALERIE GIBBONS and KEN MACDONALD.

And what's their task?

Dr. Williams sees the first six months as a concentrated effort towards the formulation of the implementation process.

The team will analyze the implications of the overall plan and prepare a detailed proposal for careful, gradual reorganization which minimizes disruption of service to the public.

The Terms of Reference for the Task Force, include:

- * recommendations on the roles, responsibilities and relationships of head office, regions and districts, area and local offices, including the re-allocation of the Developmental Resources functions;
- * preparation of proposals for each of the major programs and activities with a description of decision making responsibilities at each level;
- * proposals for budgetary, legal and administrative authority at each level of the organization; and,
- * recommendations on staffing levels with particular interest on regional requirements.

All recommendations are to be consistent with staffing and funding constraints.

As the reorganization process moves forward, this news bulletin will be issued to keep Ministry personnel aware of recommendations and the implementation process.

AREA PLANNING COORDINATORS
COMMENCE NEW DUTIES

As a first step towards Ministry reorganization, the Minister has announced appointment of four COMSOC officials as Area Planning Coordinators for the Children's Services Division. The four -- DR. KEN BECK, DR. GILLIAN DOHERTY, VALERIE GIBBONS and KEN MACDONALD -- will be responsible for designing operational work plans and developing organizational working relationships required to pave the way for the appointment of four Regional Directors for Children's Services. It is expected this phase of the reorganization will be completed by October.

In undertaking this role, the four planning coordinators will be working closely with Dr. Cliff Williams and his Implementation Task Force and will be members of that group in specific areas.

KEN BECK joined the Ministry of Correctional Services in 1969 as Assistant Director of Education. Since then Dr. Beck has been a regional administrator for training schools, Director of Probation and Aftercare and a regional director both with the Ministry of Correctional Services and with our Ministry in the Children's Services Division.

GILLIAN DOHERTY, a clinical psychologist, joined the Children's Mental Health Services Branch in 1974 and served as a Program Consultant until her appointment as Acting Director in January 1978. Prior to joining the government, she worked with mentally retarded youngsters, children with specific learning disabilities and emotionally disturbed children and adolescents.

VALERIE GIBBONS, an Area Administrator (Northwest) in the Juvenile Correctional Program since December 1976, has worked at a variety of levels in the probation and aftercare service. A case worker in Toronto, a senior probation and aftercare officer in Oakville and assistant to the Executive Director, Corrections, she has been instrumental in promoting a number of programs in the probation and aftercare field.

KEN MACDONALD, has been Director of the Child Welfare Branch, since 1974. His background includes positions with the Catholic Children's Aid Society in both Hamilton and Toronto -- most recently he held an administrative position in the CCAS Executive Director's Office.

The appointment of Area Planning Coordinators has created a number of organizational changes. ALAN LESLIE has been designated Director of the Children's Mental Health Services Branch, replacing Dr. Doherty. The Branch also has announced appointment of DR. ERIC HOOD as Psychiatric Consultant. A senior official, ROBERT E. CANNON, has been designated to replace Miss Gibbons as Northwest Area Administrator for the Juvenile Correctional Program.

While the process and pace by which Ministry reorganization will be achieved is not being predetermined, one fact is certain, the complete restructuring will take two to three years. Although the consultants' report on the Ministry and subsequent senior staff meetings established target dates for each phase of the reorganization, dates will be deferred or advanced according to the planning process. By 1980, it is expected that the evolutionary process will be near completion.

**TWO TO RUN CHILD WELFARE
BRANCH ON INTERIM BASIS**

With KEN MACDONALD appointed one of four Area Planning Coordinators under the reorganization plan, the Ministry's Child Welfare Branch will be directed by a "team" of two. As an interim measure, the Branch will be directed by two senior officials, BARRY DALBY and TERRY O'BRIEN, both of whom will report to Gordon McLellan, Executive Director of Community Liaison and Child Welfare. Mr. Dalby has been designated Director, Child Welfare for the interim period and will be responsible for the financial management of the Child Welfare Branch. Mr. O'Brien, who is being seconded from his position as Executive Director of the Family and Community Services of London and Middlesex, will be responsible for program design and delivery. He has been designated Director, Programs, Child Welfare Branch.

DEVELOPMENTAL RESOURCES

The process of realignment of the responsibilities and services of the Developmental Resources Division so that they are compatible with and integrated into the Adult Services and Children's Services Divisions is a complex task.

Funding for developmental resources will be in the two program Divisions (Children's and Adult); facilities will provide services to both areas on a purchase of service basis.

Robert Carman, Deputy Minister, stresses that this approach is being taken in order to ensure:

1. community and facility priorities for both children and adults are considered within each Division on a total program basis;
2. the advantages of integrated services for children and adults now provided in certain facilities will be retained; and,
3. the important program goal of normalization -- development of the potential of mentally handicapped persons in order to integrate them, whenever possible, into the community -- will continue to be a Ministry priority.

The development of standards of care for mentally retarded persons, within the community or a residence, is another high priority. To this end, the Task Force will be assisted by two Mental Retardation Subcommittees.

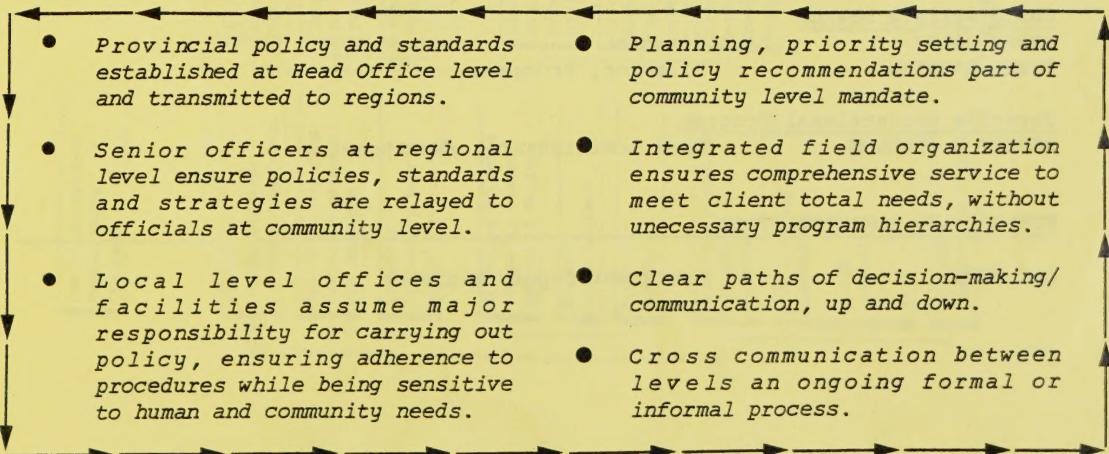
Subcommittee A will consider the administrative aspects of work programs, funding and the operation of purchase of service agreements.

Subcommittee B, which will consist of a variety of representatives from the supervisory levels of the three resources -- facilities, coordinators and protective service workers -- will recommend policies and programs for all aspects of our M.R. program with particular focus on the utilization of all of our resources. They will examine alternatives towards the development of a community resource-centre approach for facilities and make recommendations for using facility resources to strengthen the community programs.

The process is to be gradual and in several stages. The first phase is that of review -- to assess the various aspects of service delivery, with a view to improving it wherever possible. During this period, about six months, the present organizational arrangements will continue (Chart I). In phase 2, the M.R. facilities will become part of a Residential Services Division which will report directly to the Deputy Minister (Chart II). This interim stage will cover a period of approximately two years.

While details of the reorganization have not been established, it is essential that we continue to provide our services to the public.

THE KEY: TWO-WAY COMMUNICATIONS



QUICK REFERENCE SHEET

(Interim appointments during implementation process)

IMPLEMENTATION TASK FORCE

Coordinator

DR. CLIFF WILLIAMS (Executive Coordinator, Northern Ontario)
7th Floor
Hepburn Block, Queen's Park
Toronto, Ontario M7A 1E9
965-7774

Members

DOMENIC ALFIERI (Director, Municipal Welfare Consulting Branch)
PETER CRICHTON (Director, Rehabilitation Branch)
DOUGLAS GOODBUN (Administrator, Oxford Regional Centre)
JACK MCKNIGHT (Executive Director, Financial and
Administrative Services Division)
AL STRANG (District Director - Hamilton)
JOHN WEBSTER (Acting Director, Mental Retardation
Community Services Development Branch)
AREA PLANNING COORDINATORS (areas yet to be designated)

ADULT SERVICES DIVISION

J.G. (JOHN) ANDERSON Assistant Deputy Minister (designate)

CHILDREN'S SERVICES DIVISION

Area Planning Coordinators

KEN BECK (Director /South and West/ Juvenile Corrections)
GILLIAN DOHERTY (Acting Director, Children's Mental Health
Services)
VALERIE GIBBONS (Area Administrator, /Northwest/ Juvenile
Corrections)
KEN MACDONALD (Director, Child Welfare Branch)

Children's Mental Health Services

ALAN LESLIE Director
DR. ERIC HOOD Psychiatric Consultant

Child Welfare Branch

BARRY DALBY Director
TERRY O'BRIEN Director, Programs

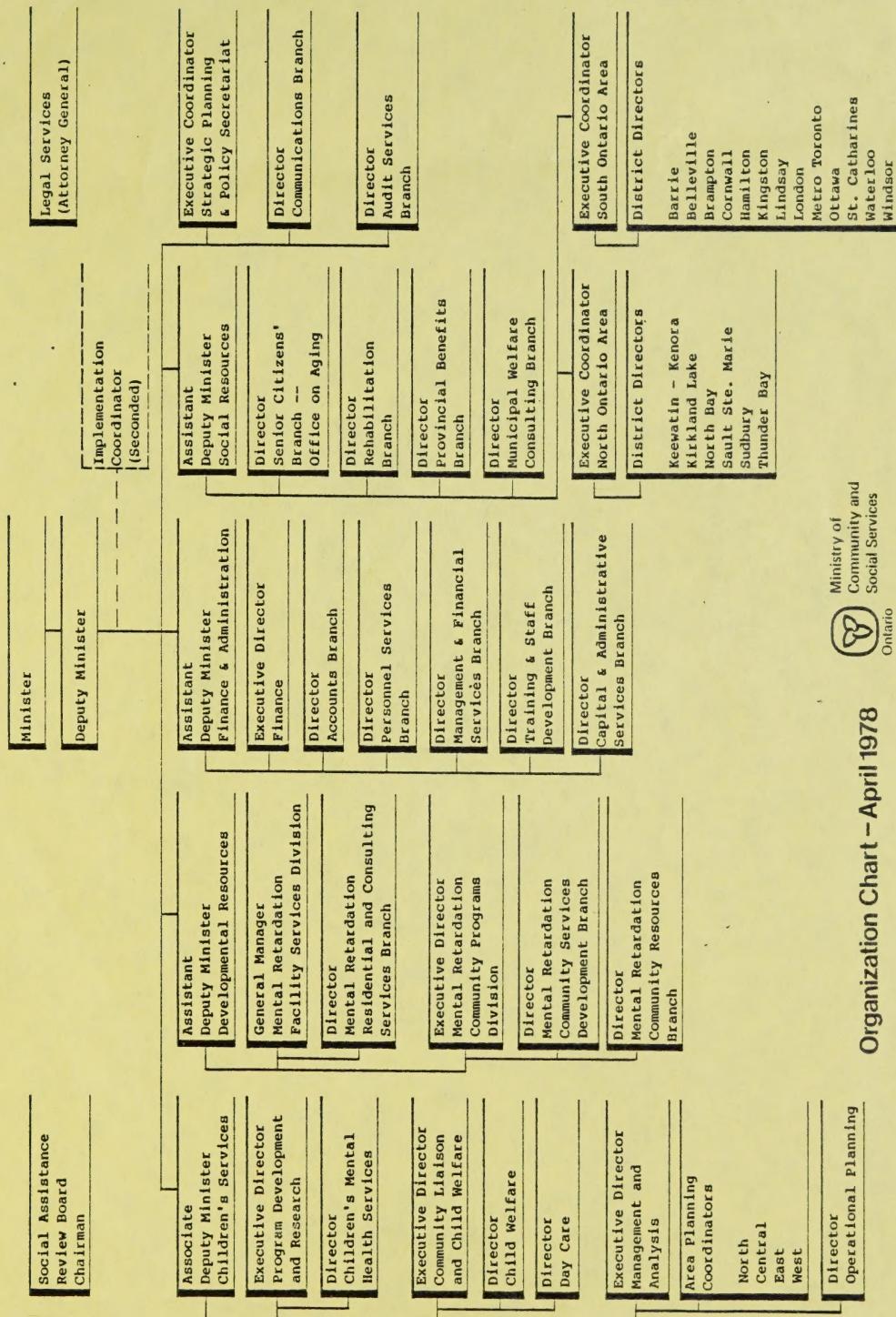
Juvenile Correctional Program

ROBERT E. CANNON Area Administrator /Northwest

FINANCE AND ADMINISTRATION

OLA BERG Assistant Deputy Minister

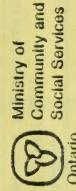
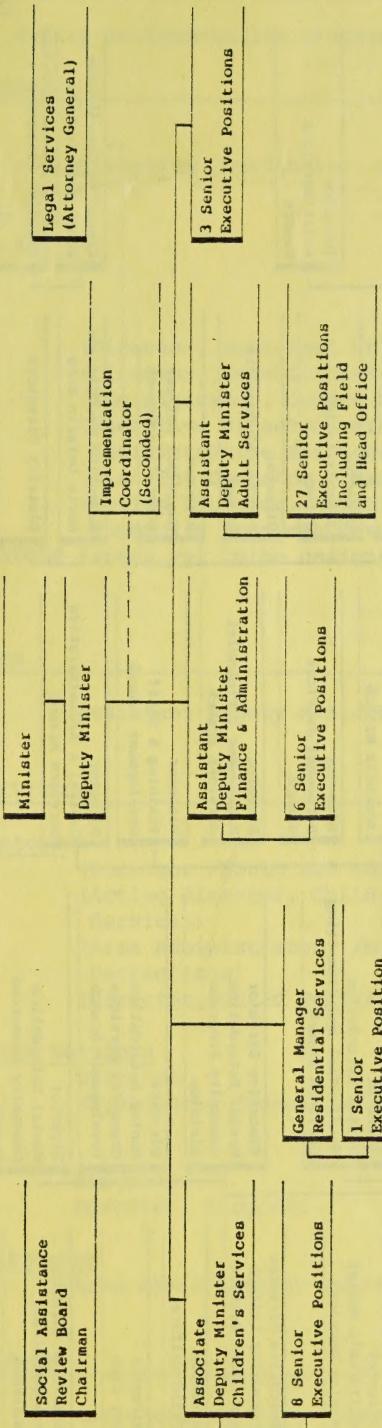
CHART I



Organization Chart - April 1978

BASIC ORGANIZATION STRUCTURE
----- October 1978

CHART II





Oxford

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